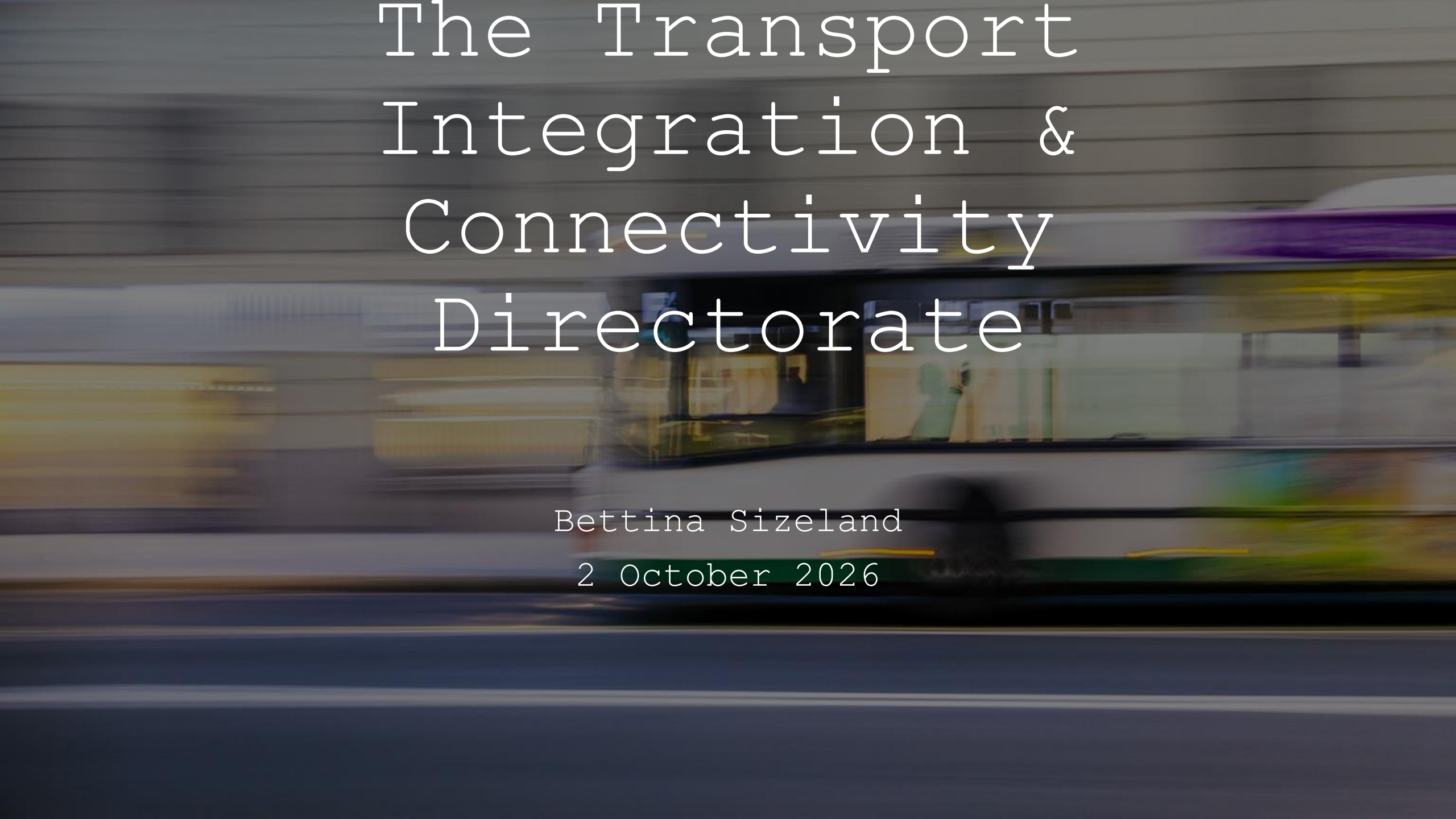


The Transport Integration & Connectivity Directorate

Bettina Sizeland

2 October 2026

Update

- TIC purpose
- Overview of TIC Directorate units
- TIC early learning and emerging focus
- Asks for SAPT colleagues
- Questions/ comments

Why have we set up a new Directorate?

- Ongoing transformation work over past two years- key recommendation to set up new directorate to focus on integrated transport.
- Aim is to… build the capability to address the challenges within the existing transport system.
- Build the capacity within our organisation to address the challenges.
- Adapt our role to work with a broader range of stakeholders.

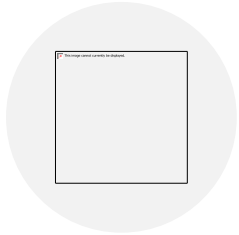


What does TIC mean for TS and our partners?

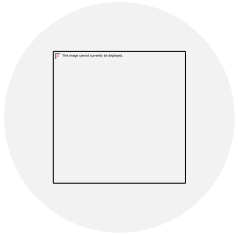
- Supports the national transport strategy aim to integrate the transport network, to protect our climate and improve the lives of people of Scotland.
- Brings integrated public transport, accessibility and connectivity expertise into one directorate to facilitate collaboration.
- Provides a stronger focus for integrating and connecting our public transport systems.
- Allows us to take a whole system approach across our transport system to deliver change and improvement.
- It will underpin the public service and funding reform work being undertaken.
- Will provide clarity on integrated public transport priorities for partners.



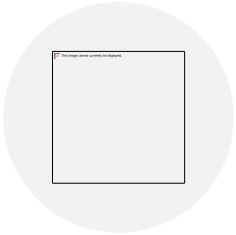
What does success look like?



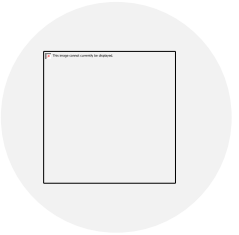
ONE INTEGRATED NETWORK



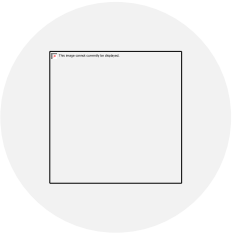
INTERMODAL CONTACTLESS PAYMENTS



IMPROVED CONNECTIVITY, ACCESSIBILITY AND AVAILABILITY



ZONED FARES



TARGETED TRAVEL DISCOUNTS

TIC Directorate oversight

To evolve as development continues

TIC Directorate oversight

Integrated Public Transport Strategy

Alan Shirley

Public transport transformation and governance reform

Luke Macauley

Smart and integrated ticketing

Juliet Bell

Accessible travel

John Maxwell

Aviation

Stuart Strachan

Early priority actions to support integration…

Development of Integrated Public Transport Strategy and Programme Business Case.

Recommence the review of transport governance to identify changes to support improved and integrated public transport strategy

Consider options and develop the business case for introducing a national and/or regional integrated ticketing structure

Work with partners to develop the next accessible travel framework to mainstream equality duty to increase accessibility for transport

Undertake a strategic review of public transport fares to inform public transport fares reform and the development of integrated fare options.

Delivery of £2 bus fare cap pilot including project governance and oversight.

Support delivery of multi-modal Account Based Ticketing

Work w/ Scotland's airports to **grow international connectivity**, while not returning to previous emissions levels

Identify opportunities for the transformation of public transport funding and finance to drive improvements and efficiencies.

Identify 'live projects' and potential quick wins for public transport integration e.g. Clyde Metro, Aberdeen Rapid Transit, A96 and Sustainable Travel to Stations.

Next generation Digital Travel Data Services and journey planning, and support concession scheme improvements.

Support partners to maintain regional connectivity in line with Ministerial expectations.

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TIC early learning and emerging focus

In progress

Governance

International best practice

Significant local/regional control, with high-level policy set out at national level.

Planning and coordination of services carried out at local/regional level by a **"Single Guiding Mind"** which also specifies fares and ticketing.

Public transport interventions are **driven by broader Government objectives** on climate change, liveable neighbourhoods, land use planning. etc

Service Delivery

International best practice

- Routes and timetables specified at regional level with **integration a primary consideration**.
- Local bus service franchising by default.
- Publicly owned national rail service.
- A coherent multi-modal network with one brand.
- Distinct roles for each mode ("hub and spokes" approach).



Passenger Experience

International best practice

A coherent multi-modal network with one brand, and one ticket.

Ready access to reliable and timely service information through multiple channels and on-board public transport vehicles enabling passengers to make rational and informed choices.



Fare Structures

International best practice

- Integrated fare structures are the default.
- Best, simplest and most common practice is a zonal fare structure.
- Prices may be mode-agnostic, others have varying prices per mode.
- Daily and/or weekly fare capping is common practice.



Concessions

International best practice

No universal free travel provision provided to groups, with exception of Australia and New Zealand which offer time-restricted free travel.

General approach is sliding discounts to select cohorts which generally covers a wide range of groups (young, old, students, unemployed, employed but low income, asylum seekers, disabled).



Finance

International best practice

A high-degree of subsidy across all modes is provided by government (farebox generally 40-55%).

Novel approaches to revenue raising – commercial loans, property investment, ring-fencing of funds, tolls/access charges, taxes on gains in property values.

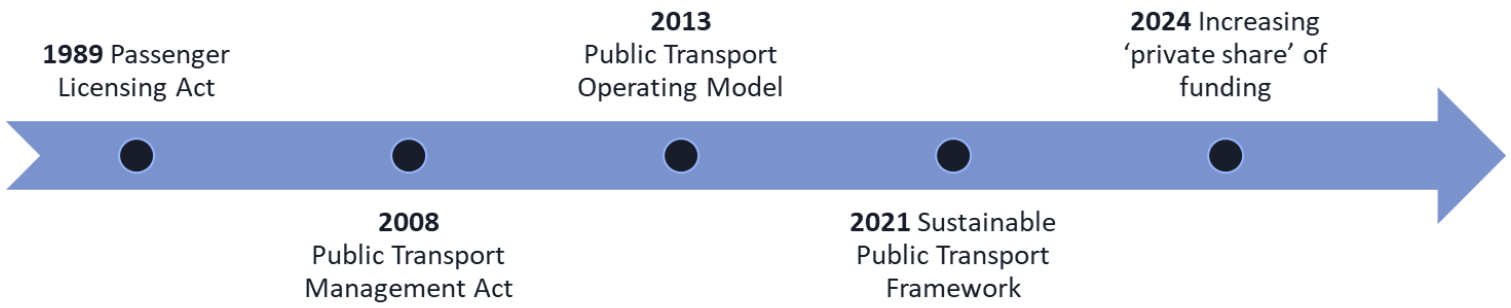


Copenhagen metro has been self financing in-part due to developing land adjacent to new stations

Implementation

International best practice

- Significant innovations in public transport generally introduced and implemented in a phased manner and resilient to initial "failure".
- Long term horizon with funding programmed accordingly, with signals sent to stakeholders.
- Political stability, leadership and will enabling reform.



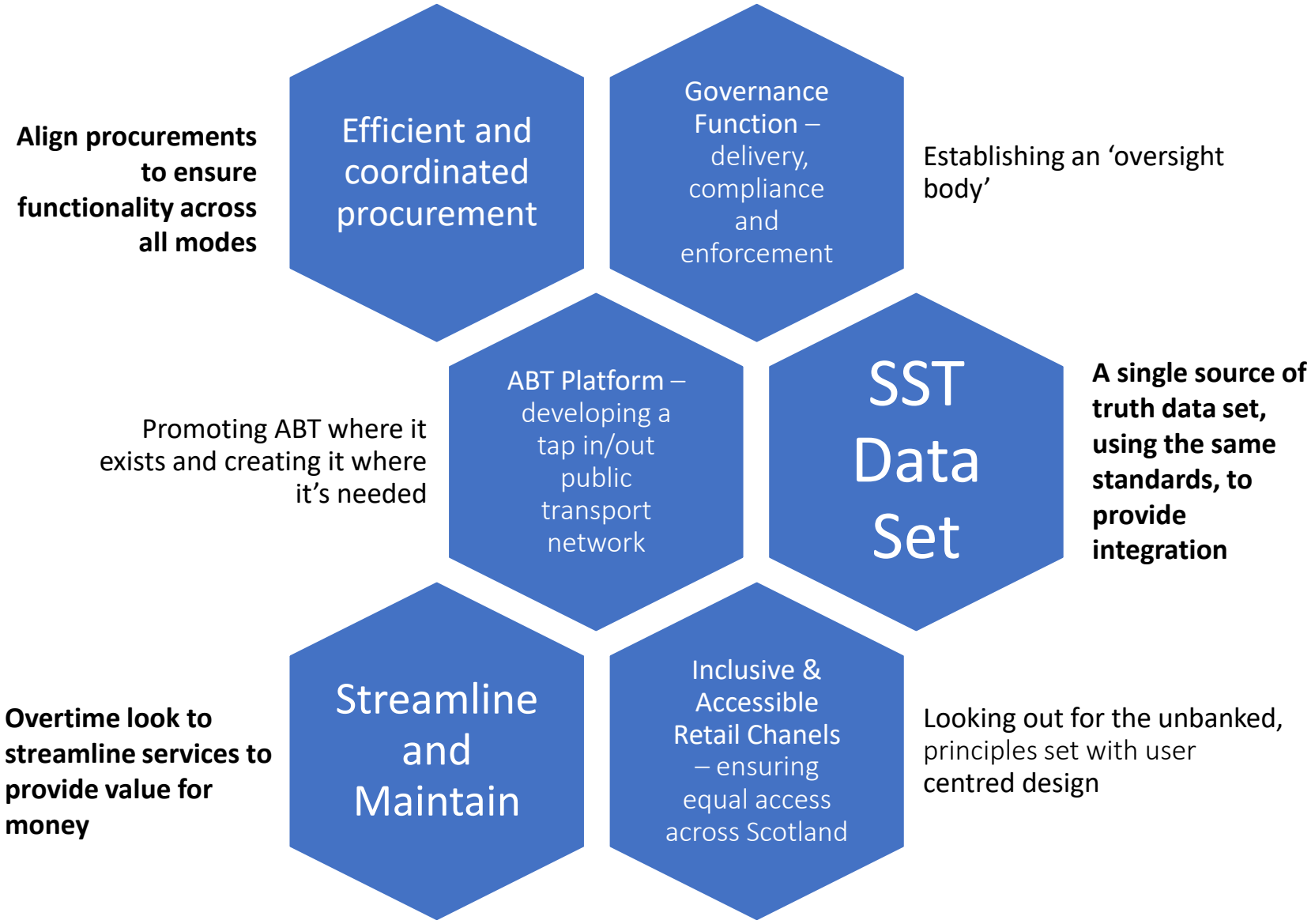
As an example New Zealand has taken quite some time to get on stronger footing

Ticket improvements - National Smart Ticketing Advisory Board



- **Public body - independent of Government, formed in 2023**
- **Represents passengers, local authorities, operators, supported by three technical advisors**
- **Will set the national technological standard for Scotland**
- **Baselined report 'current status' of ticketing in Scotland 2024**
- **Developed Standards & Technology Advisory Report (STAR) in 2025 setting out what needs to happen in Scotland to modernise and meet passenger travel expectations**
- **Ministers approved the STAR recommendations in October 2025**
- **Current work focused on business case and quick wins**

The Six STAR Advisory Themes



Align procurements to ensure functionality across all modes

Establishing an 'oversight body'

Promoting ABT where it exists and creating it where it's needed

A single source of truth data set, using the same standards, to provide integration

Overtime look to streamline services to provide value for money

Looking out for the unbanked, principles set with user centred design

Next steps and the ask

In progress

Phased and iterative programme approach

Transport Scotland leadership

- Transforming Transport Together; TIC directorate mobilisation and capacity building; mapping change and critical path; programme development; and Strategic Communications and engagement plan.

Setting out the case and demonstrating intent

- FFR made case for change to Ministers; PSR and fiscal pressures drive requirement; evidence identifies scale of opportunity; tap and cap; bus fares cap and NSTAB and digital data services work demonstrate intent

Phased and iterative programme approach

Promoting

Promoting the Vision and overarching case

- Publication of Vision; engagement to promote vision, demonstrate leadership and build consensus with stakeholders.

Working

Working towards delivery

- Work with partners and stakeholders to develop the Programme Business Cases; review Transport Governance; review fares and finance; finalise actions in form of Delivery Plan.

Delivering

Delivering transformative change

- Implementing the Delivery Plan incl STAR report – legislative change to implement the necessary governance and regulatory framework. Start delivering in line with best practice.

The ask for our partners

- Work with us to:
- Take a whole system approach across our transport system to deliver change and improvement.
- Make the best use of resources, people and skills across all our public bodies and partners.
- Share specialist skills for short periods
- Identify quick wins and opportunities for supply chain efficiencies
- Develop a joint approach to comms to raise profile of successes and products.
- Include us as a regular agenda item to work with us to develop our thinking – starting with a deep dive on the NSTAB work.


Questions